



The Army's new approach to Marketing and Advertising

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The Army's initiative to improve marketing and recruiting began in 1999

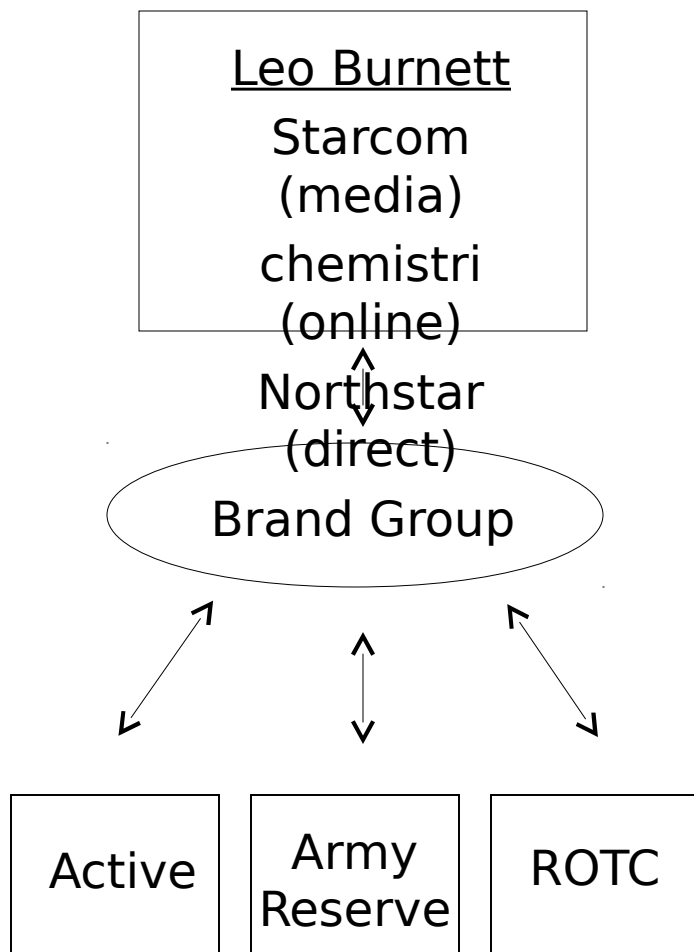


- In 1999, the Army began a review of its current marketing strategy to improve recruiting results
- In early 2000, the Army and McKinsey/Rand fielded research to learn more about young adults today. Results indicated the need for a shift in advertising messages.
- In mid 2000, two new groups were brought on board to help the Army update its approach to marketing and advertising
 - Army Business and Marketing Brand Group (Brand Group) formed at Pentagon comprised of marketing professionals from leading consumer products companies
 - Leo Burnett selected as new advertising agency
- In December 2000, revised business plans were developed and approved for FY01
- On January 10, 2001, the Army's new advertising campaign was launched

The Brand Group is positioned between the Commands and the agency



Role



- Translate consumer learnings and insights into compelling advertising communications
- Identify the most effective and efficient mix of media vehicles (tv, print, online, direct mail, PR)
- Develop and protect the brand image and look
- Execute: negotiate and buy media; design websites; create and manage direct response programs; manage events; plan and coordinate PR
- Analyze the marketplace to understand the Army's situation with consumers and competitors
- Identify key issues, develop strategies to address those issues, and prioritize initiatives based on funding levels
- Oversee tactical execution to ensure alignment
- Deliver the mission and identify needs and issues involved with achieving mission
- Manage recruiter force and field APA staff
- Bring an Army perspective to advertising and

The Brand Group's first step was a thorough situation assessment



- The Army is in a challenging economic and competitive environment, but it can succeed. The Army's enlistment opportunities are beneficial and relevant to a large number of young adults.
- The Army does not have a strong, unified brand identity or an ownable point of difference, leaving it vulnerable to negative media images and competitive pressures.
- Enlisting in the Army is a big decision made by young consumers who rely heavily on the input of those around them. As such, every citizen is a potential influencer and every mention of the Army impacts recruiting.
- There are specific, identifiable, homogeneous segments which are high potential prospects for the Army, so relying predominantly on mass communications to all young adults is not the most effective or efficient strategy.
- All enlistment decisions come down to one-on-one contact with a recruiter. Army recruiters are the single most important element of the marketing process, but the current training and customer support at support the Army's

The assessment pointed out the Army's key marketing and advertising issues



All issues are relevant to each Command (Active, Reserve, ROTC)

1. The Army is not a brand; it's a collection of different products, websites, messages and creative looks
2. Prospects have low propensity for the Army's products due to low awareness, misperceptions, confusion and disinterest
3. The consumer contact and sales process is being sub-optimized
4. Minorities are under-represented in some areas of the Army
5. Citizens do not have a clear, positive image of the Army

In November and December the Brand Team and Leo Burnett developed a strategic plan, tactical plans and a new campaign to address these key issues

The Brand Group and Leo Burnett did research to understand prospects

- RAND/McKinsey segmentation
- Leo Burnett segmentation
- Review of syndicated data (Yankelovich, YATS, TRU)
- Interviews and discussions with young adults



The research indicated a number of important learnings about prospects



- “Me. Now” philosophy
 - a career path designed by me -- not necessarily linear or like my parents
 - a world where I’m in control -- doing things I want to do, not things I’m told to do
 - focusing on opportunities that are personally beneficial
- Communication must speak to me
 - in my world and my mediums
 - in my language
- Savvy consumers who seek real and honest products to associate with
 - aware when marketers are exaggerating or lying to them
- Perceive the Army as “not for me”
 - the Army = merely money for college (which is no longer unique to the Army)
 - don’t think there is anyone like them in the Army
 - believe the Army “depowers” and disrespects the individual

We also talked first hand with soldiers to understand the true

Army

The Army is:

- People: confident, smart, dedicated, decisive, real, diverse
- Humanity: not a faceless institution; incredible personal strength in every soldier
- Strength: the best in the world; strong in mind, body and spirit
- Opportunity: opens doors, expands possibilities, nurtures success, grows and improves individuals and teams; 212 MOS's
- Challenge: equips you with values and skills to tackle any situation; stretch possibilities
- Values: loyalty, duty, respect, selfless service, honor, integrity, personal courage
- Now: immediate responsibilities; immediately "doing"

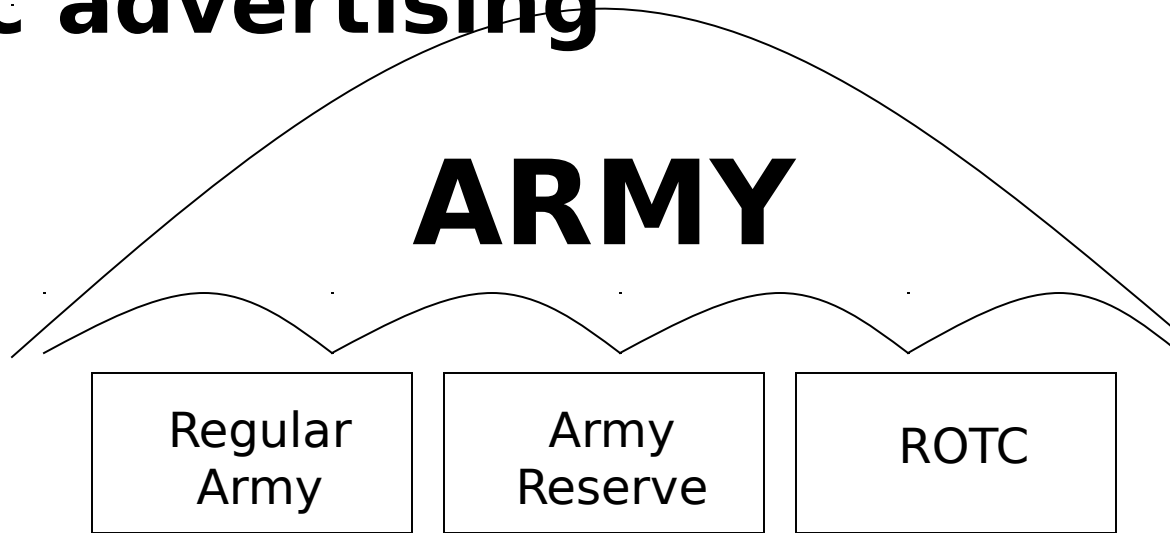


The new advertising communicates in prospect-oriented terms



- The core idea focuses on empowering the individual within the team
 - empowerment examples help young adults see how they can make a difference in their own lives by being part of something bigger than themselves
 - showing “what’s in it for me” is important in motivating this target audience
 - executions depict a range of MOSs to highlight individual achievement and provide crucial information on why to join
 - recognizes the importance of the individual soldier and his/her importance to the Army as a whole
- Visually, the images are peer-to-peer, attention-grabbing, and human
 - allows viewers to “meet” the soldiers -- helping combat perceptions of the Army as an impersonal mass
 - has an honest, real, “nothing to hide” attitude that young adults appreciate
 - short, provocative copy will encourage visiting the website for more details

The campaign includes “corporate” and Command- specific advertising



- We have established an umbrella Army brand with a single message, look, personality and tone to unify communications across the Commands
 - first campaign ads (*Dog Tags*) are “corporate” -- they talk about the Army as a whole
- Each Command has its own identity that fits with the overall Army brand positioning and will have dedicated ads as part of the campaign
- The Commands contribute to the image of the Army brand, and they will benefit from the positive associations consumers develop toward the umbrella brand

The Advertising: An Army of One



AN ARMY OF ONE

